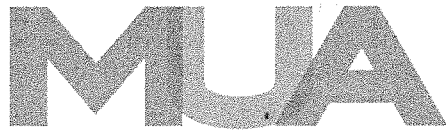


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP**

**BML 310 : CROSS CULTURAL MANAGEMENT**

**DATE: 16<sup>TH</sup> DECEMBER 2016**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

**Read the Case Study below carefully and answer the questions that follow:**

At 26, Inhi Cho Suh was a rising star at IBM, the youngest person on her team and the manager as well. Fortunately, for her and for IBM a mentor showed her how to respectfully supervise older people and how to flourish in a demanding corporate culture. Today, at 34, Suh has 100 direct reports and another 100 people globally for whom she is responsible. She is vice president of information management product strategy in the IBM Software Group. Last year, she met Tami Cannizzaro, who had been working in IBM's finance department but was switching to marketing. She admired Cannizzaro's high energy and positive attitude but felt Cannizzaro could benefit from some guidance on how to become a manager. "I saw she needed a transition from being a strong individual performer to being a team leader," Suh recalls.

What's interesting about this mentoring relationship is that Cannizzaro is actually six years older than Suh and their backgrounds are quite different. Cannizzaro, who is white, knew Suh, who is Asian, because they had worked on a few projects together. Based in New York, Cannizzaro is now the director of IBM Marketing's Smart Work Technology. IBM has a strong culture of mentoring, especially for women. "I asked Inhi if she would be my mentor. I was very impressed with her and how she handles herself in meetings her demeanor and her business acumen," Cannizzaro says. Suh recalls Cannizzaro seeking her out when Cannizzaro was returning from maternity leave and wanted to know how to position herself to become a manager. She gave her an exercise asking others for feedback on how they perceive her and she started a word game with her on how she brands herself. Suh gave her mentee a list of 10 famous people and told her to name the first three adjectives that came to mind about those people.

"I wanted her to understand that we have impressions of people, even those we don't know, and your name carries your reputation. It's the same thing in business and you have to find your brand," Suh says. Since Suh works out of North Carolina and Cannizzaro is based in New York, they only meet a few times a year. Sheila Forte, who

manages the worldwide mentoring program for IBM, says this is common. The corporation has three types of mentoring: expert mentoring, in which a specific discipline or technological knowledge is transferred; socialization mentoring for new hires; and long-term career guidance and coaching, which is what this relationship is all about. IBM employees report an 85 percent to 95 percent satisfaction with the mentoring program, and the company evaluates relationships midway through the program as well as when it's completed. Forte, who is Black, has mentored many people in her years at IBM, including several cross-cultural relationships. She recalls a Latina mentee, new to IBM and right out of college, who had very good technical skills but "did not have the personal characteristics and attributes to be successful. She was very abrasive."

Forte sat down with her and said: "Do you realize how you are coming off to others and how damaging to your career this could be?" The young woman was very open to constructive criticism and worked with Forte to change her behavior. She later sent a note to Forte thanking her and saying: "Now I feel comfortable with IBM and know that I can succeed." Forte also recalls her first mentor at IBM, a white man, who "saw something in me I didn't see in myself. He told me I needed to do a personal assessment and see what my strengths are—and act on those strengths—such as being a team player, having strong negotiation skills, being strategic and being open to other points of view." She says he taught her that "there's a delicate balance between confidence and arrogance."

**Required:**

- a) From the case above, explain any five characteristics of culture (5 marks)
- b) Describe the three levels of organizational culture that may apply to the above case (6 marks)
- c) Assess any three factors that may influence the development of an organizational culture (9 marks)

- d) Explain any two reasons why cross cultural management skills is important to a modern manager (5 marks)

## QUESTION TWO

- a) Citing a relevant example distinguish between the terms short and long term orientation as used in cross cultural management (6 marks)
- b) Assess any three cultural variables that may affect effective decision making process in a multicultural set up (9 marks)

## QUESTION THREE

- a) Explain any five characteristics of a successful negotiator (10 marks)
- b) Examine any two negotiation guidelines required in a cross cultural environment (5 marks)

## QUESTION FOUR

Using a relevant example, describe the negotiation process (15 marks)

## QUESTION FIVE

Evaluate any five ways through which culture may impact negotiation between two multinational firms from different parts of the globe (15 marks)

## QUESTION SIX

- a) Analyze any two reasons why a modern manager should factor in culture during employee motivation process (6 marks)
- b) Describe any three aspects of cross cultural dimensions (9 marks)